

BIBLIOGRAPHY

- Algera, Jen A.** "'Objective' and Perceived Task Characteristics as a Determinant of Reactions by Task Performers." *Journal of Occupational Psychology*, Vol. 56, No. 2, pp. 95-107. Cited in Ivan T. Robertson and Mike Smith. *Motivation and Job Design: Theory, Research and Practice*. Bradford on Avon, Great Britain: Dotesios, 1985.
- Ainslie, Kenneth.** *Variable Compensation Design and Utilization*. Briefing by TRW to the Council for Excellence in Government, Washington, DC, February 5, 1996.
- Anthony, William P., Pamela L. Perrewe and K. Michele Kacmar.** *Strategic Human Resource Management*. Orlando, FL: Harcourt Brace Johanovich, 1993.
- Argyris, Chris.** "Good Communication That Blocks Learning." *Harvard Business Review* (July-August 1994), pp. 77-85.
- Augustine, Norman R.** (President and CEO, Lockheed Martin Corp.). Remarks to the Forum on Strategic Human Resources Management in the Department of Defense, February 14, 1996.
- Barth, Thomas J.** "Career Anchor Theory." *Review of Public Administration* (Fall 1993), pp. 27-42.
- Barton, R. and W. L. Chappell, Jr.** *Public Administration: The Work of Government*. Glenview, IL: Scott, Foresman and Company, 1985.
- Baytos, Kimberly and Brian H. Kleiner.** "New Developments in Job Design." *Business Credit* (February 1995), pp. 22-25.
- Bennis, W. G.** "Transformative Power and Leadership," in T. J. Sergiovanni and J. E. Corbally (Eds.), *Leadership and Organizational Culture*, Urbana, IL: University of Illinois Press, 1984, pp. 64-67.
- Bennis, W. G. and B. Nanus.** *Leaders: The Strategies for Taking Charge*. New York, NY: Harper & Row, 1985.
- Brockner, Joel, Robert Houser, Gregg Birnbaum, Kathy Lloyd, Janet Deitcher, Sinaia Nathanson, and Jeffrey Z. Rubin.** "Escalation of Commitment to an Ineffective Course of Action: The Effect of Feedback Having Negative Implications for Self-Identity." *Administrative Science Quarterly*, Vol. 31, 1986, pp. 109-126.
- Campbell, J. P.** "Modeling the Performance Prediction Problem in Industrial and Organizational Psychology," in *Handbook of Industrial and Organizational Psychology*, M. Dunnette and L. Hough, (eds.), Palo Alto, CA: Consulting Psychologists Press, 1990, pp. 687-732.

- Carlisle, Ysanne M. and David J. Manning.** “The Concept of Ideology and Work Motivation.” *Organization Studies*, Vol. 15, No. 5 (1994), pp. 683-703.
- Caudron, Shari.** “The Top 20 Ways To Motivate Employees.” *Industry Week*, (April 3, 1995).
- Caudron, Shari.** “Motivating Creative Employees Calls for New Strategies.” From the Internet.
- Chacholiades, Miltiades.** *Microeconomics*. New York, NY: Macmillan, 1986.
- Chappell, Thomas.** President of Tom’s of Maine, letter to the editor in *Harvard Business Review* (May-June 1994), p. 146.
- Chiang, Alpha C.** *Fundamental Methods of Mathematical Economics*. 3d ed. New York, NY: McGraw-Hill, 1984.
- Conger, Jay A. and Rabindra N. Kanungo.** “The Empowerment Process: Integrating Theory and Practice.” *Academy of Management Review*, Vol. 13 (1988), pp. 471-482.
- Cooper, C. L. and S. Cartwright.** “Healthy Mind, Healthy Organization – A Proactive Approach to Occupational Stress.” *Human Relations*, Vol. 47, No. 4 (April 1994), pp. 455-471.
- Covey, Stephen R.** Founder and Chairman of Covey Leadership Center, letter to the editor in *Harvard Business Review* (May-June 1994), p. 148.
- Csikszentmihalyi, Mihaly.** *Flow: The Psychology of Optimal Experience*. New York, NY: Harper and Row Publishers, 1990.
- Davis, John H.** “Why Rewards Undermine Performance: An Exclusive Interview with Alfie Kohn.” *ACA Journal*, (Summer 1995), pp. 6-17.
- Deci, Edward L. and Richard M. Ryan.** *Intrinsic Motivation and Self-Determination in Human Behavior*. New York, NY: Plenum Press, 1985.
- Deci, Edward L.** *Why We Do What We Do: The Dynamics of Personal Autonomy*. New York, NY: G. P. Putnam’s Sons, 1995.
- Department of Defense** (1), *Military Compensation Background Papers*, Washington, DC: U.S. Government Printing Office, 1991.
- Department of Defense** (2), *Modernizing Military Pay: The Report of the First Quadrennial Review of Military Compensation* (Vol. II, Appendix VI, Tab D), Washington, DC: U.S. Government Printing Office, 1967.
- Department of Defense** (3), “Report of the Third Quadrennial Review of Military Compensation” in *Military Compensation: A Modernized System. The Report and Staff Studies of the Third Quadrennial Review of Military Compensation* (Vol. 1, Tab A), Washington, DC: U.S. Government Printing Office, 1976.
- Department of Defense** (4), “The Military Factor,” in *Military Compensation: A Modernized System. The Report and Staff Studies of the Third Quadrennial Review of Military Compensation* (Vol. III, Tab H), Washington, DC: U.S. Government Printing Office, 1976.

- Derr, C. Brooklyn.** "More on Career Anchor Concepts: The Case of U.S. Naval Officers." Monterey, CA: Naval Postgraduate School (NPS54-79-007), 1979.
- Fein,** 1980, referenced in Hay Group, *Extrinsic and Intrinsic Motivation*. Briefing to the 8th QPMC, Arlington, VA, February 13, 1996.
- Fielder, F. E.** "The Contingency Model: A Theory of Leadership Effectiveness," in C. W. Backman and P. F. Secord (Eds.), *Problems in Social Psychology*. New York, NY: McGraw-Hill, 1966.
- Fielder, F. E. and M. M. Chemers.** *Leadership Style and Effective Management*. Glenview, IL: Scott, Foresman and Company, 1974.
- Fincham, Robin and Peter S. Rhodes.** *The Individual, Work and Organizations*. London: Weidenfeld and Nicolson, 1988.
- Frank, Robert.** *Microeconomics and Behavior*. New York, NY: McGraw Hill, 1994.
- French, J. R. and R. D. Caplan.** "Organizational Stress and Individual Strain." In A. Marlow (Ed.), *The Failure of Success*, 1970.
- Gilbert, Harold, and Meredith Cash** to Hannah Robinson, who in turn released their comments in a collection titled "Summary: Leadership and Management," July 6, 1995.
- Gilbert, Harold,** to Hannah Robinson, who in turn released Gilbert's comments in a collection titled "Summary: Leadership and Management," July 6, 1995.
- Griffin, Ricky W.** "Toward an Integrated Theory of Task Design," in *Research in Organizational Behavior*, ed. L.L. Cummings and Barry M. Straw, Greenwich, CT: JAI, 1987, pp. 79-120.
- Griffin, Ricky W. and Gary C. McMahan.** "Job Design, A Contemporary Review and Future Prospects." *CEO Publication* T 93-12 (232). October 1993.
- Griffin, Ricky W., T. Bateman, S. Wayne and T. Head.** "Objective and Social Factors as Determinants of Task Perceptions and Responses: An Integrated Perspective and Empirical Investigation." *Academy of Management Journal*, Vol. 30, pp. 501-523. Cited in Griffin and McMahan.
- Hackman, J. Richard and Greg R. Oldham.** *Work Redesign*. Reading, MA: Addison-Wesley, 1980.
- Hackman, J. Richard, Greg Oldham, Robert Janson, and Kenneth Purdy.** "A New Strategy for Job Enrichment." *The California Management Review* (Summer 1975), pp. 57-71.
- Hall, Jay.** "Americans Know How to be Productive if Managers Will Let Them." *Organizational Dynamics*, Vol. 22, No. 3 (Winter 1994), pp. 33-46.
- Hall,** referenced in Hay Group, *Extrinsic and Intrinsic Motivation*. Briefing to the 8th QPMC, Arlington, VA, February 13, 1996.
- Handy, Charles.** *Understanding Organizations*. New York, NY: Oxford University Press, 1993.

- Hersey, P. and K. H. Blanchard.** “Life Cycle Theory of Leadership.” *Training and Development Journal*, (May 1969), pp. 26-34; referenced in Ott, p. 247.
- Hitchcock, D.** “Are You Parents to or Partners With Your Employees?” *Journal for Quality & Participation*, Vol. 17, No. 7 (December 1994), pp. 6-10.
- Jago, Arthur G.** “Leadership: Perspectives in Theory and Research.” *Management Science*, Vol. 28, pp. 315–316, referenced in Michael D. Wisely, “Leadership and Human Motivation in the Workplace.” *Quality Process*, Vol. 28, No. 11 (November 1995), pp. 86-87.
- Karasek, R. and T. Thorell.** *Healthy Work Stress, Productivity, and the Reconstruction of Working Life*. New York, NY: Basic Books, 1990. Cited in Daniel J. Steininger, “Why Quality Initiatives Are Failing: The Need to Address the Foundation of Human Motivation,” *Human Resource Management* (Winter 1994), p. 609.
- Kouzes, James M. and Barry Z. Posner.** *The Leadership Challenge: How to Get Extraordinary Things Done in Organizations*. San Francisco: Jossey-Bass Publishers, 1991.
- Lazear, Edward P.** “Labor Economics and the Psychology of Organizations.” *Journal of Economic Perspectives*, Vol. 5 (Spring 1991), pp. 89-110.
- Leonard, Nancy H., Laura L. Beauvais and Richard W. Scholl.** “A Self-Concept Based Model of Work Motivation.” *Academy of Management Journal* (Iss. Best Paper Proceedings), 1995, pp. 322-326.
- Lepper, Mark R. and Greene, David.** *The Hidden Costs of Reward: New Perspectives on the Psychology of Human Motivation*. Hillsdale, N J: Lawrence Erlbaum Associates, Publishers, 1978.
- Malin, Shlomo,** to Hannah Robinson, who in turn released Malin’s comments in a collection titled “Summary: Leadership and Management,” July 6, 1995.
- Martin, Thomas, and John C. Hafer.** “Turnover is Linked to Job Involvement and Organizational Commitment.” *Telemarketing*, Vol. 13, No. 12, pp. 106-111.
- Mastering Global Leadership*. Hay/McBer International, 1995.
- McClelland, David C. and David H. Burnham.** “Power is the Great Motivator.” *Harvard Business Review* (January-February 1995), p. 130.
- McConnell, Campbell R., and Stanley L. Brue.** *Contemporary Labor Economics*. 3d ed. New York, NY: McGraw-Hill, 1992.
- McCoy, Thomas J.** *Compensation and Motivation*. New York, NY: American Management Association, 1992.
- McGregor, D. M.** *The Human Side of Enterprise*. New York, NY: McGraw-Hill, 1960, p. 180; quoted in Ott, p. 248.
- Milgrom, Paul, and John Roberts.** *Economics, Organization and Management*. Englewood Cliffs, NJ: Prentice Hall, 1992.

- Miner, John B.** *Theories of Organizational Behavior*, Hinsdale, IL: Dryden Press, 1980, p. 159; referenced in Hay Group, *Extrinsic and Intrinsic Motivation*. Briefing to the 8th QRMC, Arlington, VA, February 13, 1996.
- Ministry of Defence** (1), *Review Body on Armed Forces Pay: Twenty-Fourth Report*, United Kingdom: HMSO, 1995.
- Ministry of Defence** (2), "Managing People in Tomorrow's Armed Forces," *Independent Review of the Armed Forces' Manpower, Career and Remuneration Structures*, London: HMSO, 1995.
- Motowidlo, Stephan J. and James R. Van Scotter.** "Evidence That Task Performance Should Be Distinguished From Contextual Performance." *Journal of Applied Psychology*, Vol. 79 No. 4 (1994), pp. 001-006.
- "New Marines Illustrate Growing Gap Between Military and Society." *The Wall Street Journal* (Wednesday, July 26, 1995).
- Nichols, Martha.** "Does New Age Business Have a Message for Managers?" *Harvard Business Review* (March-April 1994), pp. 52-60.
- Organ, Dennis W. and Thomas S. Bateman.** *Organizational Behavior*. Homewood, IL: Irwin, 1991.
- Ott, J. Steven.** *Classics Readings in Organizational Behavior*. Belmont, CA: Wadsworth Publishing, 1989.
- Ott, J. Steven.** *The Organizational Culture Perspective*. Chicago, IL: The Dorsey Press, 1989; referenced in Ott, p. 250.
- Petri, Herbert L.** *Motivation: Theory and Research*. Belmont, CA: Wadsworth Publishing Co., 1986.
- Pindar, Craig C.** *Work Motivation. Theory, Issues, and Applications*. London: Scott, Foresman & Co., 1984.
- Porter and Lawler**, *Expectancy Theory-Based Compensation and Reward*, 1968, referenced in Hay Group, *Extrinsic and Intrinsic Motivation*. Briefing to the 8th QRMC, Arlington, VA, February 13, 1996.
- Princess, Donna**, to Hannah Robinson, who in turn released Princess' comments in a collection titled "Summary: Leadership and Management," July 6, 1995.
- Robbins, Stephen P.** *Essentials of Organizational Behavior*. 3rd Ed. Englewood Cliffs, NJ: Prentice Hall, 1992.
- Roberts, Karlene and William Glick.** "The Job Characteristics Approach to Task Design: A Critical Review." *Journal of Applied Psychology*, Vol. 66, No. 2, pp. 193-217. Cited in Ivan T. Robertson and Mike Smith. *Motivation and Job Design: Theory, Research and Practice*. Bradford on Avon, Great Britain: Dotesios, 1985.
- Robertson, Ivan T. and Mike Smith.** *Motivation and Job Design: Theory, Research and Practice*. Bradford on Avon, Great Britain: Dotesios, 1985.

- Roddick, Anita.** Group Managing Director for The Body Shop International, letter to the editor in *Harvard Business Review* (May-June 1994), p. 146.
- Rost, Joseph C.** *Leadership for the Twenty-First Century*. New York, NY: Praeger, 1991.
- Salancik, Gerald R. and Jeffrey Pfeffer.** “A Social Information Processing Approach to Job Attitudes and Task Design.” *Administrative Science Quarterly*, Vol. 23, No. 2 (June 1978), pp. 224-253.
- Schein, Edgar H.** *Organizational Psychology*, 3d Ed., Englewood Cliffs, NJ: Prentice Hall, 1980.
- Schein, Edgar H.** “Individuals and Careers” in *Handbook of Organizational Behavior*; Jay W. Lorsch (ed.), Englewood Cliffs, NJ: Prentice-Hall, 1987, pp. 155-171.
- Schwartz, Howard S.** “A Theory of Deontic Work Motivation.” *Journal of Applied Behavioral Science* Vol. 14 (1983), pp. 204-214.
- Sergiovanni, T. J.** “Leadership as Cultural Expression,” in T. J. Sergiovanni and J. E. Corbally (Eds.), *Leadership and Organizational Culture*. Urbana, IL: University of Illinois Press, 1984, pp. 105-144; quoted in Ott, p. 250.
- Shafriz, J. M.** *The Dorsey Dictionary of Politics and Government*. Chicago, IL: The Dorsey Press, 1988.
- Shafriz, J. M. and J. S. Ott.** *Classics of Organizational Theory* (2d ed., rev. and expanded), Chicago, IL: Dorsey Press, 1987.
- Shalikhshvili, General John M.** “The Three Pillars of Leadership,” *Defense Issues*: Vol. 10, No. 42.
- Shamir, Boas.** “Meaning, Self, and Motivation in Organizations.” *Organization Studies*, Vol. 12, No. 3 (1991), pp. 405-424.
- Skaggs, Kelli J., Alyce M. Dickinson and Kimberly A. O’Connor.** *Pay for Performance: History, Controversy, and Evidence*. New York, NY: Haworth Press, Inc., 1992.
- Steininger, Daniel J.** “Why Quality Initiatives Are Failing: The Need to Address the Foundation of Human Motivation.” *Human Resource Management*, Vol. 33, No. 4 (Winter 1994), pp. 601-616.
- Stogdill, R. M.** *Handbook of Leadership: A Study of Theory and Research*. New York, NY: Free Press, 1974.
- Sullivan, Jerry J.** “Self Theories and Employee Motivation.” *Journal of Management*, Vol. 15, No. 2 (1989), pp. 345-363.
- Thaler, Richard.** “Mental Accounting and Consumer Choice.” *Marketing Science*, Vol. 4 (1985). Cited in Frank, p. 288 fn. 3.
- Thomas, Kenneth, and Erik Jansen.** “Intrinsic Motivation in the Military, Part I: Models and Strategic Importance.” Draft paper for the Eighth Quadrennial Review of Military Compensation, December 1995.

Bibliography

- Thomas, Ken and Erik Jansen.** *Intrinsic Motivation and the Military: Second Briefing.* Briefing to the 8th Quadrennial Review of Military Compensation (8th QRMC), Arlington, VA, January 23, 1996.
- Thomas, Ken.** *Intrinsic Motivation and the Military: An Initial Briefing.* Briefing to the 8th Quadrennial Review of Military Compensation (8th QRMC), Arlington, VA, October 19, 1995.
- Tichy, N. M. and M. A. Devanna.** *The Transformational Leader.* New York, NY: John Wiley & Sons, 1986; referenced in Ott, p. 244.
- Tichy, N. M. and D. O. Ulrich.** "The Leadership Challenge-A Call for the Transformational Leader." *Sloan Management Review*, Vol. 26, pp. 59-68.
- Tversky, Amos, and Daniel Kahneman.** "The Framing of Decisions and the Psychology of Choice." *Science*, Vol. 211 (1981), pp. 453-458. Cited in Frank, 83 fn. 1.
- Webber, Alan M.** "Surviving in the New Economy." *Harvard Business Review*, (September-October 1994), pp. 76-92.
- Wiersma, Uco J.** "The Effects of Extrinsic Rewards in Intrinsic Motivation: A Meta Analysis." *Journal of Occupational and Organizational Psychology* (1992), pp. 101-114.
- Wisley, Michael D.** "Leadership and Human Motivation in the Workplace." *Quality Process*, Vol. 28, No. 11 (November 1995), p. 88